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Economic and Social Council

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21 July 2014-22 July 2015

Summary record of the 4th meeting
Held at Headquarters, New York, on Monday, 8 December 2014, at 10 a.m.

President: Mr. Sajdik ..... (Austria)

Contents

The impact of credit rating agencies on financing for sustainable development

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14-66693 (E)

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The meeting was called to order at 10.10 a.m.

The impact of credit rating agencies on financing for sustainable development

A panel discussion on the topic "The impact of credit rating agencies on financing for sustainable development", moderated by Ms. Merli Baroudi (Director and Chief Credit Officer, World Bank Group), was held. The panellists were Ms. Chee Mee Hu (Managing Director, Project Finance and Infrastructure Group, Moody's Investors Service); Mr. Thomas Missong (President, European Association of Credit Rating Agencies); Mr. Bruno Bertocci (Managing Director and Global Equity Portfolio Manager, UBS Global Asset Management (Americas) Inc.); and Mr. John Coffee (Adolf A. Berle Professor of Law, Columbia Law School, Columbia University, New York). The panellists made presentations and an interactive discussion ensued, during which the panellists and the moderator responded to comments and questions from the representative of Ethiopia; the observer for the Philippines; and the observer for the European Union.

The meeting rose at 12.20 p.m.

14-66693

United Nations E/2015/SR.5

Economic and Social Council

Distr.: General
16 March 2015

Original: English

2015 session
21 July 2014-22 July 2015

Summary record of the 5th meeting
Held at Headquarters, New York, on Monday, 15 December 2014, at 10 a.m.

President: Ms. Mejía Vélez (Vice-President) ..... (Colombia)

Contents

Dialogue on the longer-term positioning of the United Nations development system (session I)

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14-67447 (E)

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In the absence of Mr. Sajdik (Austria), Ms. Mejía Vélez (Colombia), Vice-President, took the Chair.

The meeting was called to order at 10.15 a.m.

Dialogue on the longer-term positioning of the United Nations development system (session I)

1. **The President** said that the dialogue, which was being held in accordance with paragraph 44 of Council resolution 2014/14, was a step towards optimizing the United Nations development system for the post-2015 development agenda. An important role of the Council was to provide guidance to the development system in order to ensure the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. In that regard, Member States should indicate the best way to enhance system-wide coherence as a means of improving the relevance and effectiveness of operational activities for development in preparation for the post-2015 development agenda. The guidance provided should build on previous work and should focus on coherence, flexibility, effectiveness, efficiency and transparency. Sustainable development, poverty eradication and human rights must be built into the architecture of the United Nations development system, while outdated policies and practices must be adapted to reflect the significant changes that had taken place in the development landscape. Financing for development and means of implementation were critical for delivery of the post-2015 agenda, and the issues of fragmentation and competition should also be addressed.

2. Member States were asked to provide their views on the format the dialogue should take beyond February 2015 and how it should connect with, or feed into, the General Assembly negotiations on the post-2015 development agenda. The draft discussion paper had been prepared by independent experts and did not necessarily reflect the views of the Bureau or the secretariat of the Council; it would be revised to incorporate the views expressed by Member States during session I of the dialogue. The results of the discussions between Member States in the dialogue would feed into the next quadrennial comprehensive policy review cycle and resolution.

3. **Mr. Gass** (Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, Department of Economic and Social Affairs) said that session I of the dialogue presented an opportunity for Member States to specifically discuss the mandates set out in Council resolution 2014/14, including the interlinkages between functions, funding practices, governance structures, capacity and impact of the United Nations development system. The resolution recognized that the changing development landscape required a strategic repositioning of the development system that went beyond the focus of the 2012 quadrennial comprehensive policy review on improving operational efficiencies.

4. The United Nations development system had already been through three distinct phases as it had adapted to changing realities. It had begun as a functionalist and decentralized system, designed to address the need for the world to unite against commonly recognized problems. In the second phase, as vast numbers of developing countries had joined the United Nations, the challenge of nation-building and the transfer of capacity to newly emerging States had become the central focus of the Organization's development work. Globalization and the end of the Cold War had ushered in a third phase, which had culminated in a new common development agenda defined in the Millennium Declaration and the Millennium Development Goals (MDGs). The fourth phase was about to begin with the post-2015 development agenda.

5. The development system must incorporate the emerging post-2015 agenda and the work of the Open Working Group on Sustainable Development Goals, with its aspirations of universality and sustainability, its intention to address inequalities, and its firm basis in human rights and international standards, as well as the need for credible data and evidence. The current dialogue should be grounded in the Council's work on data analysis and economic and social policy, and should recognize that the United Nations system functioning as a whole would support sustainable development better than its development system could in isolation. The Organization must continue to build on its core strengths: its universal presence, its legitimacy, its convening power, its depth and breadth of expertise and its ability to support Member States in translating global norms and standards into national policy. The recognition that collective responses were required to tackle emerging global challenges created extraordinary opportunities for the United Nations

development system, particularly in linking the normative, standard-setting and operational dimensions of its work.

Panel discussion 1: "Longer-term positioning of the United Nations development system taking into account the post-2015 development agenda: What are the key issues and how to explore the linkages between the alignment of the functions, funding practices, governance structures, capacity and impact, partnership approaches and organizational arrangements?"

6. **Mr. Jenks** (Senior Advisor, Dag Hammarskjöld Foundation), panellist, said that the present dialogue was aimed at overcoming discouragement and a tendency toward piecemeal approaches to which the daunting complexity of the issue under consideration might give rise. Rather than presenting a consensus view, the draft discussion paper, which he and the following speaker had prepared, was intended to provide a starting point for a robust debate from which areas of consensus might eventually emerge, a process that would be undertaken most effectively through informal consultations.

7. In the draft discussion paper, the co-authors had sought to address the four parameters implicit in the wording of Council resolution 2014/4, namely the role of the United Nations in a changing development landscape and the need to align the Organization to address emerging challenges; the post-2015 development agenda; dialogue on the longer-term positioning of the United Nations development system; and an analysis of the interlinkages between the alignment of functions, funding practices, governance structures, capacity and impact of the United Nations development system, partnership approaches and organizational arrangements. A changed development landscape characterized by, inter alia, the expansion of the global economy, differentiated development needs and new development challenges would have a powerful impact on the future role of the development system. In particular, the needs of least developed countries, where official development assistance (ODA) remained critically important, and emerging countries, for which the relative weight of development functions was still evolving, would be crucial in shaping that role. The changing development landscape and the new unified and universal post-2015 development agenda — which nonetheless did not imply a one-size-fits-all approach — together had a powerful impact in terms of the strategic repositioning of the development system. Representing a shift away from the North-South construct underlying the MDGs, the post-2015 agenda called for the adoption of a new normative framework anchored in sustainable development goals to which the concept of global public goods would be central. The present dialogue thus provided an unprecedented opportunity to align and strengthen the United Nations system to provide leadership on that powerful, transformative agenda. Business as usual was not an option. Lastly, with regard to interlinkages, the co-authors of the draft discussion paper had adopted a consistent and transparent approach in their analysis of the impact of evolving functions on the other interlinked elements affecting the positioning of the development system.

8. **Mr. Aklilu** (Board member, Center for International Forestry Research), panellist, accompanying his remarks with a digital slide presentation, said that it was the first time that the issues under discussion were being examined through their interlinkages. Socioeconomic differentiation had served as the starting point for the analysis of functions. Given their limited access to external resources and their significant capacity shortfalls, focused support would need to be given to least developed countries, which had made slow progress toward achieving the MDGs, particularly Goal 1 on eradicating extreme poverty. Excluding China and India, a much larger proportion of the world's poor would be living in least developed countries within a decade, largely as a result of slow poverty reduction and high population growth in those countries. The development system would therefore have an important role to play in supporting the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (Istanbul Programme of Action) and related initiatives. Member States were invited to consider whether the strengthening of norms and facilitation of the provision of global public goods, taking into account countries' specific situations, were important contributions of the development system to a unified and universal agenda. The development system's normative work should be understood to include the provision of capacity support for translating global normative frameworks into national frameworks. Member States were also invited to share their views on the role of the system in monitoring and ensuring accountability for the implementation of the sustainable development goals

framework. In addition, they were encouraged to discuss the need to strengthen the system's capacity to champion evidence-based policy, notably through establishing a comprehensive programme of action on data, as recommended in the synthesis report of the Secretary-General on the post-2015 sustainable development agenda (A/69/700).

9. With respect to finance, Member States were invited to consider the need for different types of funding for different functions as well as the indispensability of core resources, and to discuss whether normative functions should be funded from assessed budgets, bearing in mind that negotiated pledges constituted the most appropriate form of funding for participation in the provision of global public goods. They were also invited to discuss whether there was a need to rationalize the multiple funding channels in low-income countries, particularly least developed countries and fragile States; such an effort would require increased use of a pooled funding mechanism and a re-examination of the relationship between development and humanitarian resources. Similarly, Member States should determine whether the new development agenda required the development system to be involved in leveraging, and, if so, whether system-wide capacities to explore new funding sources and free up existing financial flows needed to be developed. That task could be facilitated by the existence of a secure core funding base.

10. In the area of partnerships, there was a need to deepen and expand issue-based coalitions to leverage resources in order to contribute to innovation and broaden implementation capacity with regard to the sustainable development goals. While partnerships were essential, their contributions were not always easy to define or measure. Member States therefore needed to articulate a clearer vision for an accountability framework to underpin and monitor partnerships. There was also a need to resolve outstanding issues related to governance and integrity measures and to discuss ways to create a broader and more systematic dialogue and partnership between the development system and civil society.

11. In terms of organization and capacity, while the "Delivering as one" model had proven adaptable to a variety of development needs and circumstances and had improved the system's effectiveness at the country level, inadequate reforms at the headquarters level had hindered further progress. Member States were encouraged to determine the scope for widening and deepening that model, including through promoting broader adoption of its standard operating procedures and strengthening horizontal accountability for country teams. In light of the integrated nature of the sustainable development goals, Member States were invited to consider the need for organizational reforms, particularly to country-level structures established years ago, and to review the development system's presence in middle-income countries, where implementation of the universal agenda would require strategic and coherent provision of advisory services. There was also a need to explore additional measures to better integrate the system's presence in countries where the coherence of the Organization's political, humanitarian, development and human rights work was critical.

12. As for the impact of the development system, Member States were invited to share their experiences and views on the challenges of measuring the significance of normative agendas, partnership and leveraging. In particular, they should discuss the importance of assessing the Organization's system-wide impact, including its effectiveness in supporting the formulation of national policies aimed at achieving sustainable development goals, rather than simply measuring the aggregate contributions of individual agencies.

13. With regard to governance, Member States should consider whether governance of operations should be devolved to the country level where the development system was most extensively engaged, bearing in mind that such a reform would require adjustments to the executive boards, without necessarily diminishing their role. Member States should likewise determine whether governance relating to normative agendas should be based on consensus, an approach that would protect the credibility and legitimacy of the relevant norms. Finally, they were invited to discuss whether matters requiring intergovernmental decisions should be reviewed and decided in a single intergovernmental forum, along the same lines as the single audit principle applied in the area of finance.

14. **Ms. Albrectsen** (Chair, Advisory Group, United Nations Development Group (UNDG); and Deputy Executive Director, United Nations Population Fund (UNFPA)), discussant, said that her comments were based on the lived experience and aspirations of

UNDG workers in the field. The functions of UNDG should be integrated in line with the new development agenda and traditional silos should be abandoned, bearing in mind that functions would need to be adapted to differentiated development needs. As mentioned in the Secretary-General's synthesis report (A/69/700), development functions should be oriented toward the gradual application of international norms and standards and toward addressing persisting inequalities and protecting human rights for all. The development system must be strategically repositioned to provide policy advice and technical support to Governments and national stakeholders in order to inform strategic content and planning of national sustainable development frameworks, which needed to be purposefully adapted to incorporate global norms and standards, including in the area of human rights. Sustainability must be the new glue of the development system; the objective should be intergenerational sustainability and efforts should focus on preventing a rollback of gains. Achieving sustainability would depend on orienting the system's form and function toward improving resilience, participation, prevention, preparedness, protection and recovery from transition and on harnessing all elements of the system to tackle development challenges. In a world where one third of children under 5 years of age did not exist officially, it was likewise crucial to scale up support for strengthening data collection capacities in order to better target inequalities and provide meaningful evidence-based policy advice.

15. The multiplicity of funding flows had acted as a centrifugal force that undermined coherence. While structural dialogues had been held in individual agencies to ensure strategic resource alignment, the next step would be to examine alignment across agencies to ensure that the funding architecture supported coherence. Improving financial integration would require greater pooling of resources across shared goals and combining development and humanitarian funding where appropriate, for instance in the Sahel region, where humanitarian resources had far outpaced development aid. Such integration would enable UNDG to tackle the root causes of development challenges. While UNDG supported the paper's call for negotiated or assessed funding for normative work and work related to the post-2015 agenda, the system needed to display greater transparency and accountability with regard to the use of resources, so that funders could gauge results. It also needed to improve its capacity to assist countries in directing their domestic financing toward the achievement of the emerging sustainable development goals. Furthermore, the United Nations system should help enable private funding in support of development.

16. Dialogue and partnerships were the foundation of United Nations operational activities. Each country team involved key State and non-State actors in the design of development frameworks; efforts must be made to strengthen and improve the efficiency of those partnerships for the next generation of development goals. Similarly, given the lengthy time frame for finalizing memorandums of understanding, UNDG had been exploring ways to simplify the process for outside actors wishing to engage with the United Nations system.

17. Member States should support the universal application of the standard operating procedures for the "Delivering as one" initiative. At the headquarters level, UNDG had remedied or made progress toward remedying 50 of the identified bottlenecks that were hindering the implementation of that initiative. Leadership and technical teams at the national level needed to transcend individual agencies and be aligned with country needs and national agendas. Efforts should also be undertaken to strengthen issue-based coalitions and teamwork on operational activities; the collaboration among back offices in certain countries was a good example of such teamwork. There was also a need to implement standards of accountability and empowerment to ensure that all country teams had the delegated authority to interact with partners at the country level and make decisions that were appropriate for Member States and their partners on the ground.

18. Integration of results frameworks needed to be strengthened, particularly in the area of reporting. Coherence of policies and policy advice must also be measured and their impact evaluated, to which end UNDG would welcome more extensive independent assessments. UNDG would also contribute to ensuring quality of governance, including transparency, accountability, and coherence of governance structures, for instance, through increased real-time reporting.

19. **Ms. Stewart** (Vice-Chair, United Nations High-level Committee on Programmes; and Special Representative to the United Nations and Director, International Labour Organization Office in New York), discussant, said that the United Nations was

greatly encouraged by the progress made by Member States in developing the post-2015 agenda. The High-level Committee on Programmes looked forward to working with Member States on implementing that agenda and welcomed 2016 as an opportunity to embark on the fourth phase of United Nations development reform.

20. A primary role of the development system was to help Member States operationalize the negotiated normative framework. Aware of the unique comparative advantage provided by that framework, the High-level Committee on Programmes was working to integrate it more consciously into its policies and programmes and to help Member States implement those policies and programmes at the national level. The framework would enable more effective work across the development, humanitarian and peace and security pillars and would clarify both the "what" and "how" in terms of providing tailored support and services according to countries' needs. She wondered if the slow progress in implementing the "Delivering as one" initiative at the headquarters level was related to the lack of a holistic vision for the development system's work at the global level. In that regard, the post-2015 agenda, in calling for the interlinkage of functions across social, environmental and economic priorities, presented an exciting opportunity to develop that missing cohesion and promote a more organic organizational approach that would enhance the system's coherence, capacity and ability to serve Member States.

21. Robust multi-stakeholder partnerships were necessary to expand the system's reach. The High-level Committee on Programmes had been exploring issue-based coalitions, in particular, as a model for improving responsiveness and leveraging financial and human resources; the multi-stakeholder Social Protection Inter-agency Cooperation Board, which provided a potential platform for monitoring the reporting of results in the area of social protection and Sustainable Energy for All were among the mechanisms that would be examined to identify best practices. Youth unemployment and urbanization were two particular areas in which an issue-based coalition could be used to leverage impact more effectively. Another way of increasing impact would be through a firm insistence that those wishing to partner with the United Nations embraced its norms and values. Lastly, considering evidence-based policymaking from the perspective of impact was crucial for operationalizing universality and equality and ensuring that policies and programmes addressed risk and vulnerability with the goal of leaving no one behind.

22. **Ms. Beagle** (Vice-Chair, United Nations High-level Committee on Management; and Deputy Executive Director, Joint United Nations Programme on HIV/AIDS (UNAIDS)), discussant, said that the strategic repositioning of United Nations management and operations needed to be pursued concurrently with changes to policies and programmes to ensure coherence between goals and means. The High-level Committee on Management had focused largely on ways to strengthen the practical dimension of the system to make it more innovative and results-oriented in order to better support the universal agenda. Recognizing that modern operations were crucial to delivering on that agenda, the High-level Committee on Management had undertaken numerous initiatives to redesign business models. Those initiatives had not only generated savings but also contributed to new ways of thinking, better quality services and a spirit of collaboration; they should therefore be scaled up and mainstreamed.

23. The value added of the United Nations system did not stem from its resource flows but rather from its ability to support Governments and peoples through ideas, policies and an ability to view complex, multisectoral issues from multiple perspectives. It was therefore essential, in realizing the transition toward an integrated development paradigm, to develop a workforce composed of personnel who could work across disciplines and functions to address complex, multisectoral challenges and respond to countries' differentiated needs. A systems-oriented mindset, cultural sensitivity, a focus on teamwork and sound judgment in a variety of situations were among the competencies sought. Attention also needed to be focused on achieving a balance between generalists and specialists and between long-term and short-term personnel, as well as on encouraging innovation and transcending traditional silos. The system required personnel who could forge partnerships not only with Governments but with other international organizations, civil society, the private sector, the scientific community and academia, and who could leverage capacity and resources as well as expertise. Leadership and management positions were particularly challenging to fill as they required individuals who

would commit to working in dangerous, difficult and complex environments where the United Nations flag no longer guaranteed safety, and who were dedicated to promoting the "Rights Up Front" initiative and sustainable development.

24. The High-level Committee on Management was exploring ways to build upon a wide range of technologies that had contributed to a more efficient, collaborative system with increased capacity to monitor and report results. It was also working to strengthen evidence-based policymaking, a crucial dimension underlying all of its initiatives, with the aim of simplifying and modernizing business practices to lower transaction costs and deliver better programmatic results. One successful initiative, the common treasury project, had cost only $700,000 to implement and had yielded steady returns of $20 million per year by providing a collaborative platform for negotiating exchange rates. In addition, the High-level Committee on Management was exploring the use of innovative financial instruments, analysing them in terms of risk exposure. Moving forward, it would be crucial to strengthen the system's collective accountability through modernized risk management and oversight approaches combined with comprehensive data on resource utilization, results and impact.

25. **Mr. Mollinedo Claros** (Plurinational State of Bolivia), speaking on behalf of the Group of 77 and China, said that the draft discussion paper was unbalanced and did not adequately reflect positions previously expressed by the Group. It was to be hoped that a more balanced paper would be presented at session II of the dialogue. As mandated by General Assembly resolution 68/6, the post-2015 development agenda should be adopted through intergovernmental negotiations driven by Member States and conducted according to the relevant standard modalities.

26. The changes in the development landscape and the modifications that would likely be required to align the United Nations development system with the post-2015 agenda could not be discussed on an equal footing. Rather than adapting the system to the new landscape, efforts should be focused on adjusting it to the demands of the post-2015 agenda. While the evolving landscape had clear implications for the new development alliance and the implementation of the post-2015 agenda, the paper did not adequately address persisting levels of poverty and inequality in middle-income countries. The authors should have focused greater attention on the challenges that those countries faced on their path to sustainable development, including the structural gaps and vulnerabilities that hampered poverty reduction.

27. The lack of references to gaps in technology access and transfers was of deep concern. In that connection, the Group highlighted the four structured dialogues on possible arrangements for a facilitation mechanism to promote the development, transfer and dissemination of clean and environmentally sound technologies, while noting that those functions were not fully covered by the recommendations emanating from the dialogues. The primary functions of the facilitation mechanism should be to address gaps and fragmentation in technology cooperation efforts; to target different stages of the development cycle; to address asymmetries between capacities and needs; and to tackle gaps between developed and developing countries in the area of technological and innovation capacity. The Group would engage constructively in negotiations during the sixty-ninth session of the General Assembly to achieve concrete results in that area and to enhance the role of technology facilitation in the context of the post-2015 development agenda.

28. Documents produced through intergovernmental processes should serve as the basis for intergovernmental negotiations. To that end, General Assembly resolution 68/309 recognized that, while other inputs would be considered, the proposal of the Open Working Group on Sustainable Development Goals should be the main basis for integrating sustainable development goals into the post-2015 development agenda. The Group attached great importance to that document, which had been produced through painstaking negotiations and should therefore not be reopened for negotiation. The Open Working Group's proposal was also an indication that the various processes established by the outcome document of the United Nations Conference on Sustainable Development (Rio+20), entitled "The future we want" (General Assembly resolution 66/288, annex), had reached a successful conclusion; the outcomes of those processes would in turn provide key elements for the negotiations on the post-2015 development agenda. The Secretary-General's synthesis report (A/69/700), while it was a support document that could serve as a basis for communicating the agenda, did not constitute a basis for the intergovernmental negotiations.

29. The Monterrey Consensus and the Doha Declaration provided a holistic approach and strong foundation for the funding of the post-2015 development agenda. In that context, the third International Conference on Financing and Development was expected to achieve an ambitious outcome. While sustainable development would require mobilization of resources from all sources, the role of ODA in leveraging and sustaining financing for development in developing countries and facilitating the achievement of development objectives must be underscored. ODA could not be replaced by any other funding sources; proposals to integrate it with remittances and foreign direct investment were not constructive, particularly as remittances were a private flow that could not be considered a source of development funding. The emphasis in recent discussions on the importance of core resources over extrabudgetary resources was not merely rhetorical but reflected a concern for the maintenance of regular funding to implement United Nations strategic plans and mandates. extrabudgetary resources tended to support projects that reflected specific donor interests.

30. The Group reiterated the need to negotiate and commit to a new phase of international cooperation through a strengthened global partnership for development that would serve as the centrepiece and anchor for the sustainable development goals and the post-2015 agenda. Such a partnership should be based on quantified and time-bound targets, consistent with Goal 8 of the MDGs and in accordance with the principle of common but differentiated responsibilities. Issues covered by the enhanced partnership should include the provision of financial resources to developing countries; ODA; debt relief and restructuring; trade; technology transfer; and greater participation by developing countries in global economic governance. A three-component approach combining international factors, effective means of implementation and actions taken at the national level was essential. Similarly, international cooperation in finance, including the fulfilment of commitments related to ODA, debt relief, technology transfer and capacity-building, must be strengthened to enable developing countries to achieve the sustainable development goals. While the issue of a strengthened global partnership would undoubtedly benefit from consideration in the context of financing for development, it should not be artificially restricted to a single process and should also be discussed in the context of negotiations on the post-2015 development agenda.

31. United Nations operational activities for development, and their capacity to assist developing countries in achieving their development goals, must be strengthened, a process that would require continued improvement in effectiveness, efficiency, coherence and impact, as well as a significant increase in resources. Those activities should also focus on capacity-building for developing countries to enable them to address national priorities and tackle long-term development challenges. To that end, the United Nations should make optimal use of available national expertise by enabling and facilitating the access of recipient countries to the full range of development services available throughout the United Nations development system, including regional commissions.

32. Bearing in mind that the General Assembly, in its resolution 67/226 on the quadrennial comprehensive policy review, had explicitly called on the United Nations development system to assign the highest priority to poverty eradication, the Group called for accurate reporting by that system on its progress to date in that regard. The Group attached particular importance to the draft resolution on operational activities for development of the United Nations system (A/C.2/69/L.39/Rev.1) and emphasized the need, in the context of its implementation, to strike a balance between core and non-core resources through the operationalization of a precise definition of "critical mass" and to engage the governance structures of the United Nations funds and programmes in a constructive, reform-oriented dialogue to ensure the legitimacy of the system. The Group also stressed the need for the early reform of those structures, including their composition and functioning, to reflect the new development landscape, emphasizing that the United Nations development system could not implement the post-2015 development agenda in a legitimate or effective way if its governance structures were perceived as a club of donors.

33. **The President** said that the comments made by the representative of Bolivia on behalf of the Group of 77 and China would be provided to the authors of the draft discussion paper for use in preparing the revised version.

34. **Mr. Carrera Castro** (Guatemala) said that, as the development system moved into its fourth phase,

major structural reform would be required. Member States should play a significant role in that regard, as it would be difficult for the system to reform itself from the inside out. A determining factor in the fourth phase would be the role of emerging countries, as such States would help to create a much wider international network. Regional networks were extremely important, with many regional banks now holding more assets than international banks, and there should be an emphasis on coordination between regional and global networks. Universality would also be an essential element of the new phase of the development system, as all States now had certain obligations towards the system. Furthermore, supra-agency leadership should be instituted at the country level. While agencies and the Secretariat had carried out significant work to improve practical coordination and action on the ground through the establishment of the resident coordinator system, agency heads were not in a position to carry out the level of coordination work that was being asked of them.

35. **Ms. Eckey** (Observer for Norway) said her delegation agreed that the discussion should start with an examination of function. It would be helpful if the topics considered in session I of the dialogue could be summarized and synthesized in order to provide more concrete issues for discussion at session II. With regard to the work of agencies, she asked whether the differentiated approach to country-level engagement adopted by UNFPA could serve as a model. It would also be important to discuss with each Government the exact role that the United Nations should play in their countries, as a one-size-fits-all approach would not be appropriate. Furthermore, there should be specific discussion on the general role of the United Nations in least developed countries and fragile States.

36. More information was needed on the crucial aspect of data. In addition, the discussion should cover financing related to normative issues, financing for the different categories of States, and the question of whether there should be negotiated pledges and, if so, how such a system should function. There should also be further discussion on the funding of humanitarian and development activities. In that regard, the United Nations should look beyond single-organization financing to financing at the global level.

37. **Mr. Eriza** (Indonesia) said that the United Nations development system was clearly still considered to be a relevant development partner, since it remained the largest recipient of global development funds.

38. Notwithstanding the importance of capacity-building, it was important to remember that one of the most important functions of the United Nations development system was to help countries develop capacity in the first place. Programme countries should be well represented within the development system, particularly at the decision-making level, in order to ensure that there was a comprehensive understanding of their needs and the challenges they faced. The United Nations development system must also be able to tailor its activities to meet the specific needs of those countries. Funding, expertise and other resources should be allocated in accordance with a suitable qualification system, and ways to increase the appeal to donors of providing core resources, which continued to be the bedrock of operational activities, should be explored.

39. Poverty eradication should remain the core focus of the development system. The system's approach should involve addressing the root causes of poverty and strengthening the capacities of States to counter it, including through capacity-building, employment training and rural development. To prevent regression, capacity-building work should include natural disaster resilience and preparedness.

40. **Ms. Sloane** (United States of America) said that her delegation agreed that operational activities in middle-income countries must necessarily be different from those in least developed countries. Noting that the draft discussion paper suggested that the role of the United Nations development system in middle-income countries was to provide policy advice and coherence, leverage financial resources and expertise and set norms and standards, she asked how the structure of the United Nations system and the way in which support was delivered would change to focus delivery on those goals. She also requested clarification of the statement that "the cost of supporting normative agendas in principle should be assessed and they should be considered the price of membership." Her delegation agreed that a systematic and broader relationship with civil society was important; it would therefore be interested to hear what steps the United Nations development system needed to take to promote and expand effective partnerships. She asked what organizational improvements could be made to reduce the inefficiency caused by the current practice of

having separate country offices of several United Nations agencies in a single country. With respect to the suggestion that the development system should support Member States in the formulation of national policies focused on the achievement of the sustainable development goals, she asked whether the authors were proposing that the system should design and monitor the implementation of an individual United Nations Development Assistance Framework for each Member State. She also asked the authors to expand on the idea of devolving operational activities to the country level. Lastly, she requested further details on the rationale for proposing that matters requiring intergovernmental decisions should be debated and considered in only one intergovernmental forum and asked what impact that would have on the executive boards, given that they governed agencies with very different mandates.

41. **Mr. Calvo Calvo** (Observer for Costa Rica) said that the draft discussion paper contained significant omissions. While it referred to the increased economic weight of middle-income countries, it did not suggest that there should be better cooperation with those countries or mention that the United Nations lacked a specific strategy in that regard. In order to achieve a truly universal agenda, it was important to understand how the United Nations development system could explicitly support the efforts of middle-income countries, which were the largest group of developing countries, and how the gaps referred to in General Assembly resolution 68/222 on development cooperation with middle-income countries could be closed. Furthermore, the paper did not sufficiently cover the challenges posed by inequality within and between countries, in particular its impact on development strategies for developing countries. His delegation would be interested to hear expert opinions on United Nations strategies for small island developing States and least developed countries.

42. While his delegation agreed that the issues of human rights and partnerships must be included in the development agenda, it considered that there were moral implications to discussing remittances alongside ODA, foreign direct investment and illicit financial flows. By grouping those sources together, the draft discussion paper had failed to take into account the fact that remittances were a private flow of resources in the specific context of migration, and had thereby disregarded the challenges and circumstances of the persons sending and receiving those resources.

43. **Mr. Bargawi** (Observer for the European Union) said that his delegation viewed the draft discussion paper not as a position paper but as a useful starting point for preliminary discussions. The interlocking mandates of the United Nations, in particular development, human rights and peace and security, gave the Organization a unique comparative advantage in what had become a fragmented and complex development landscape. Important issues to consider in the context of the post-2015 development agenda included the role of the United Nations as a key convener of global public goods and the changes that would be necessary in order to ensure that the agenda was truly universal in practice. It would be important to reach a consensus on the important issues, as a shared vision would facilitate frank discussion of the underlying issues that needed to be resolved in order to make the development system fit for purpose. The 2016 quadrennial comprehensive policy review would be crucial in determining its positioning.

44. Funding for the development system had significantly increased over the past 10 to 15 years; the European Union and its member States provided a substantial percentage of core funding. His delegation would like to see a broader donor base as well as improvement in the quality of the funding. Functions, governance structures and funding practices would all have to be examined together.

45. **Mr. Pfeil** (Germany) said that the time had come to discuss how the United Nations development system should respond to new challenges such as the need for universality and the protection and provision of global public goods. An inclusive and consultative process bringing together Member States and the United Nations system should begin immediately, without distracting attention from the main negotiations on the post-2015 development agenda.

46. Crucial issues such as ensuring that the United Nations was fit to implement the post-2015 development agenda could be tackled thoroughly only after adoption of the agenda, but the outcome document of the summit to be held for its adoption must contain clear language to provide momentum and guidance.

47. It was important to consider how Member States could support universality and cohesion within the development system. The repositioning of the system should be aimed at strengthening the comparative

advantages and unique features of the United Nations. The future role of the United Nations in the monitoring and implementation of goals, norms and standards should be discussed, as should the links between the areas of the Organization dealing with development, humanitarian aid and peace and security. Change should be implemented by building on existing initiatives such as "Delivering as one".

48. **Mr. Dias Favero** (Brazil) said that the dialogue should be based on a diverse set of documents, not a single paper. The new development agenda was unique in that it would be applicable to all countries, while taking into account their varying capacities, priorities and levels of development. As part of that agenda, the governance of the United Nations development system must be reformed to ensure its effectiveness in the changing development landscape. In particular, the United Nations System Chief Executives Board for Coordination and its small number of meetings spread over the course of the year must be reviewed.

49. To address the longer-term positioning of the United Nations development system, a transparent and clear understanding of the conceptual framework being used by the Organization was required. The proportional increase of non-core resources should be a matter of concern to all Member States, as they could not be a substitute for core resources. However, it was also important to discuss the United Nations development system's ultimate objective of making an impact on the ground, which could be achieved only through national ownership of the transformative policies envisaged. ODA was important in that regard. His delegation would also like to see a substantive discussion within the United Nations on aid effectiveness, including the methodologies used to measure and account for ODA and the concept of concessionality.

50. The draft discussion paper's references to global public goods, a concept that had not been multilaterally agreed at the United Nations, could lead to confusion. For example, preventing climate change was a goal while environmentally friendly technologies were a means of achieving that goal, but both could be considered global public goods. Issues should instead be discussed in terms of the sustainable development goals, which were supposed to form the basis for the objectives of the post-2015 development agenda.

51. **Ms. Wang** Hongbo (China) said that the issue of impact must be taken into consideration from the very beginning of the discussions, particularly in light of the changing landscape and the new needs of the developing world in the areas of poverty eradication and the sustainable development goals. There was a need for a fuller understanding of the current situation regarding poverty and how it would evolve. The issue of poverty was also relevant to the universality and equity of development, as achieving equity would involve ensuring that no one was left behind. That was an important clarification, as gross domestic product did not provide an accurate picture of poverty or countries' struggle for development.

52. It would also be important to gain a better overall understanding of the current contribution, functioning and challenges of the various United Nations development agencies in order to determine the changes that should be made to make them more effective and efficient, both individually and as a system. At the same time, it should be remembered that the United Nations development system was accountable to Member States, as its purpose was ultimately to enable States to achieve sustainable development through their own capacities and resources. Therefore, the efforts of the development system must be aligned with those of Governments, and it would be important to determine whether changes such as combining frameworks or the work of various agencies would actually meet the needs of Member States. In that regard, the lack of data and analysis on the impact of the work of each agency in areas including poverty eradication, social protection and overall progress should be addressed. While the development of Member States depended on the future positioning of the United Nations development system, the system could not be successful unless the unique circumstances of Member States were taken into account.

53. **Mr. Lennartsson** (Sweden) said that the Council was the appropriate forum for deep reflection on the longer-term positioning of the United Nations development system. The dialogue should be open, transparent and inclusive and must build on shared analysis of the key features of the emerging development landscape and the challenges and opportunities it posed for the United Nations development system. As the current context challenged the role and relevance of the United Nations at the

country level, the starting point of the discussion must be to examine how the Organization could bring real added value to Member States. Any discussions on financing, institutional arrangements and governance should be grounded in a shared vision of moving the system away from fragmentation and competition, and equipping it to mobilize its expertise.

54. Attention should also be given to what the United Nations could and should deliver at the country level. While special attention should be given to least developed countries and fragile States, the United Nations also had an important role to play in other low-income countries, and in middle-income countries. Indeed, the strategic repositioning of the development system was largely concerned with how the Organization could evolve to benefit such countries. It would be interesting to hear the views of those States on how the United Nations could contribute in terms of norms and standards, public goods and integration. At the current stage of the debate, it was important to focus on what the future functions and impact of the development system should be, rather than on issues such as financing, partnerships, governance, alignment across agencies and means of increasing impact, which were more related to how those aims were to be achieved.

55. **Ms. Albrectsen** (Chair, Advisory Group, United Nations Development Group (UNDG); and Deputy Executive Director, United Nations Population Fund (UNFPA)) said it was encouraging that Member States had already made great progress in elaborating the sustainable development goals, as it had taken between three and ten years for the United Nations system to fully align its strategic thinking and positioning around the MDGs. It was incumbent on the United Nations development system and Member States to ensure that the system would be ready in good time to serve Member States in the implementation of the post-2015 development agenda. UNDG stood ready to do everything in its power, in the short term and the long term, to build capacity and adapt its systems and processes in order to quickly respond to the needs of Member States and begin implementation as soon as the agenda had been adopted.

56. **Ms. Stewart** (Vice-Chair, United Nations High-level Committee on Programmes; and Special Representative to the United Nations and Director, International Labour Organization Office in New York) said that the High-level Committee on Programmes was strongly committed to working alongside Member States to ensure the new agenda could be implemented in 2016. It had already been discussing several issues raised by Member States, including the importance of beginning with a focus on impact and an understanding of what universality and equality should mean in practice. With regard to the coordination of leadership, mandates were necessary to ensure that the proper specialized knowledge was available, but it would be important to work beyond the limits of those mandates to ensure integrated policy design. The High-level Committee on Programmes understood the importance of partnerships, the effective use of the Organization's convening power and the use of its base of globally agreed norms and standards to help Member States achieve sustainable development.

57. **Ms. Beagle** (Vice-Chair, United Nations High-level Committee on Management; and Deputy Executive Director, Joint United Nations Programme on HIV/AIDS (UNAIDS)) said that while change was certainly necessary, there was already a solid foundation of best practices that could be built on, including issue-based coalitions and multi-stakeholder partnerships that functioned extremely well. Existing innovative management systems involving a high level of collaboration should also be strengthened. In particular, Member States should support a system-wide approach to data definition, collection, analysis and visualization. Such data was extremely important, as it provided strategic information on which to base policies, programming and accountability. With regard to partnerships, the experience of UNAIDS, the only United Nations programme that had civil society representatives on its board, had demonstrated the importance of having a shared vision as well as shared responsibility and shared accountability in policy development and governance.

58. **Mr. Jenks** (Dag Hammarskjöld Foundation) said he was encouraged by Member States' general agreement that it was a critical time presenting significant opportunities for the United Nations development system. It was important for Member States to lead the process and determine the course of action they wished to take. To achieve the necessary consensus and common vision, there must be sufficient time and opportunity for informal discussions on concepts on which there were differing views prior to formalization of the strategy.

59. Responding to the comments made by the representative of Brazil, he stressed that the draft discussion paper had no special status and was simply a contribution to a Member State-led process that would require the expression of multiple points of view. Replying to the remarks by the representative of the Group of 77 and China, he said that it would be important to have an in-depth discussion concerning middle-income countries, the United Nations development system and poverty analysis, as they were contested issues on which there was a great deal of data leading to different conclusions. However, it was clear that the best way for the United Nations to contribute would not be the same as it had been 20 years previously. The Organization might well have a bigger role to play, given that the new universal agenda would go much further and deeper than previous agendas. The global vocation of the United Nations could only be defended through a vision, as yet undetermined, that was relevant to the present time.

The meeting rose at 1.10 p.m.

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President: Ms. Mejía Vélez (Vice-President) ..... (Colombia)

Contents

Dialogue on the longer-term positioning of the United Nations development system (session I) (*continued*)

Briefing on the work of the United Nations System Chief Executives Board for Coordination

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In the absence of Mr. Sajdik (Austria), Ms. Mejía Vélez (Colombia), Vice-President, took the Chair.

The meeting was called to order at 3.15 p.m.

Dialogue on the longer-term positioning of the United Nations development system (session I) (*continued*)

Panel discussion 2: "Longer-term positioning of the United Nations development system taking into account the post-2015 development agenda: How can the United Nations system address these issues and become more effective, efficient and impactful?"

1. **Ms. Mohammed** (Special Adviser on Post-2015 Development Planning) said that 2015 offered an unprecedented opportunity to bring together the countries and peoples of the world to decide on new ways forward to meet the challenges of sustainable development and climate change. In December 2014, the Secretary-General had launched his synthesis report on the post-2015 sustainable development agenda (A/69/700), which identified six elements to help frame and reinforce the sustainable development agenda, namely people, dignity, the planet, prosperity, partnerships and justice.

2. The changing development landscape and the new sustainable development agenda would require an international community that was fit for purpose to support countries in their implementation of a new generation of sustainable development goals. The transition from the Millennium Development Goals (MDGs) would have to be managed over time in order to allow countries to embrace a broader and deeper sustainable development remit. In addition to the opportunities and challenges that the implementation of the new universal and integrated development agenda would present, there would be institutional, financial and governance implications for the United Nations system. After many decades of discussing sustainable development, Member States had taken ownership of the concept and were the driving force behind the selection of priorities for the new agenda. It was now time to consider the specifics of how each country would implement that agenda nationwide.

3. In order for the United Nations system to be fit for purpose to deliver on the post-2015 sustainable development agenda, it must be relevant, innovative and agile. It must be guided by universal human rights and international norms, integrate the United Nations normative frameworks with its operational activities and be responsive to the differentiated needs of countries. It must provide specialized advice when requested, and ensure an integrated approach, working across disciplines with relevant skill sets to better support Member States in addressing complex challenges. The system must forge effective partnerships to leverage the expertise, capacities and resources of external partners. Given the breadth and depth of the new development agenda, its success would require the mobilization of new actors.

4. The United Nations system was committed to working more collaboratively to leverage the expertise and capacities of all its organizations in support of sustainable development. At the country level, United Nations country teams would provide coherent support to national stakeholders to implement their new post-2015 development strategies, while accelerating implementation of the standard operating procedures for delivering as one in order to achieve greater results for sustainable development. A coherent approach did not mean that national mandates and capacities would be assimilated into the United Nations system or vice versa; there was strength in diversity and in identifying different priorities in the face of various challenges.

5. Several United Nations agencies had already taken steps to improve their effectiveness and efficiency; however more needed to be done if the United Nations system was to lead on the sustainable development agenda. The United Nations would collectively and strategically have to embrace the new parameters and transformative elements of the future framework. The leadership of the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group (UNDG) had been instrumental in identifying how the United Nations system could be made fit for purpose and shaping the vision for the agenda. Discussions were ongoing and could certainly benefit from further input. The Organization still faced major challenges, particularly with regard to communicating the symbiotic relationship of climate change and development. The 17 goals proposed in the report of the Open Working Group on Sustainable Development Goals clearly indicated that tackling climate change and fostering sustainable development agendas were two mutually reinforcing sides of the same coin, particularly at the national level.

6. The dialogue on the longer-term positioning of the United Nations development system must go beyond considering how the system could become fit for purpose and help countries to deliver better; it must also examine the interlinkages between its functions, funding practices, governance structures, capacity and impact, partnership approaches and organizational arrangements. The strength of the three pillars of the United Nations, namely peace and security, human rights and development, as the foundations of the agenda, would also be critical. The capacity and resources of the Organization were being stretched by the needs of various countries and regions where those pillars were shaky. As the discussions surrounding the funding implications and resource requirements of the new, universal agenda progressed, it would be important to ensure that investor incentives were aligned with the development goals. The Organization must invest in an enhanced system-wide culture of collaboration, collective accountability and shared responsibility, focused on results and their impact at the national level.

7. It was time for global action. The prospect of finalizing the MDGs and engaging with the new agenda had mobilized the international community and provided an opportunity to address issues and challenges relating to the data revolution, regional review mechanisms and development of a global set of indicators. Three major summits would be held in 2015 to address sustainable development, climate change and financing for development, creating numerous opportunities to take action. While the Organization had substantial experience in tackling those issues, it would now need to scale up its operations. Member States' comments would inform intergovernmental negotiations and internal discussions within the United Nations system to ensure that the Organization could deliver at the national level.

8. **Mr. Thomson** (Observer for Fiji), President of the Executive Board of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS), panellist, said that, as the preparatory work for the United Nations summit for the adoption of the post-2015 sustainable development agenda was well under way, the main focus of the current discussion must be on the implementation of the new agenda and on ensuring that the United Nations system would be fit for purpose to address that massive 15-year task. It was particularly important to countries such as Fiji, a small Pacific island in a region where many people risked losing their homes to rising sea levels, that development should be sustainable; otherwise all the talk about development would be just empty words.

9. If a parallel were to be drawn between the United Nations and a private company, the Member States and their citizens would be the Organization's shareholders; the Permanent Representatives and the staff of the Permanent Missions would be its board of directors, and the Secretariat would be its management, employed by the Member States. The shareholders, directors and management all had to work effectively in order for the Organization to achieve its goals; however it was particularly important that the directors were actively engaged in the entire structure, providing oversight and guidance to the management. The executive boards, Chairs and bureaus of United Nations bodies must therefore hold regular meetings with the Secretariat in order to exercise their oversight diligently. There should also be more continuity in addressing the issues identified. The Organization did not exist for the sake of the Secretariat or the diplomats, it existed for the Member States. The development system and the post-2015 development agenda could go some way to improving the mixed global opinion of the work of the United Nations system.

10. On 16 July 2014, the Executive Board of UNDP, UNFPA and UNOPS had sent a letter to the Secretary-General, outlining suggestions to reform and revitalize the work of the executive boards throughout the United Nations system. No response had been received to date. The letter, though somewhat critical of the United Nations System Chief Executives Board for Coordination (CEB), had highlighted the great importance attached to the country-level services of United Nations funds and programmes by the great majority of Member States, even though the United Nations was not a major source of development funding. The intrinsic value of the United Nations in-country presence lay in the Organization's reputation for best practice. However, the lack of coherence within and between United Nations funds and programmes undermined that advantage. In particular, small island developing States were a microcosm that exposed the deficiencies of the silo approach adopted by United Nations system entities. While some entities had done

their utmost to adopt the "Delivering as one" approach, the general trend was to reward loyalty to the brands and goals of the individual funds and programmes. Thought was required as to how to reverse that trend. Many field officers blamed the lack of coherence on United Nations Headquarters, where there were examples of many of the syndromes common to large bureaucracies, namely turf wars, empire building, anachronistic entitlements and service duplication. The difficulties encountered in implementing the "Delivering as one" approach in the field were thus hardly surprising. The executive boards of all United Nations funds and programmes must deliver as one in order to ensure coherence, in accordance with the mandates of the General Assembly. The Secretary-General might wish to convene a special meeting to explore possible solutions.

11. The letter had also highlighted the profligacy with which the United Nations was wasting Member States' money in the area of procurement. It was common to hear the senior managers of United Nations funds and programmes say that they were in fierce competition with each other for funding. That competitive mentality was fundamentally wrong and directly contributed to competition in the field between the various United Nations entities, as could be seen very clearly in the small island developing States. Mission creep arose as a result, leading to duplication of work and leaving the population confused about where to go for particular services. Decisions on funding should be made by Member States, with the services tailored accordingly by the funds and programmes. Such entities should be judged by their delivery on their mandate, not by their success in lobbying for more funds. It was estimated that rationalizing the United Nations procurement system could potentially save the Organization 10 per cent of its annual procurement spending, a considerable amount at a time of funding constraints.

12. **Mr. Wennubst** (Swiss Agency for Development and Cooperation), panellist, accompanying his statement with a digital slide presentation, said that, as a pragmatic dreamer, he hoped that within a generation everyone would be living a dignified life. As part of the research that he had carried out in 2013 in collaboration with the German Development Institute, on the possible implications of the implementation of the 2012 quadrennial comprehensive policy review of operational activities for development of the United Nations system in connection with the post-2015 development agenda, it had become apparent that some issues could not be solved at the national or local level, which highlighted the importance of the United Nations. However, in order to strengthen its legitimacy, the Organization needed a clear and universally valid mandate for the implementation of the post-2015 agenda.

13. Data was one example of an area in which coordination at the international level was needed. The United Nations must therefore provide countries and regions with strategic support to define their own regulatory and operational frameworks in order to set the baseline data for the implementation of the sustainable development goals. The United Nations must also calculate the overall means of implementation needed for the data revolution, and communicate that to the world's citizens. Many people had a relatively bad impression of how the United Nations system performed, so the Organization must convince them of the need to provide funding beyond assessed contributions. That would help free the United Nations to focus on its mandate.

14. A quiet revolution was needed to reform the United Nations development system. At the 2015 summit for the adoption of the post-2015 development agenda, Heads of State should clearly indicate the areas in which the United Nations should take a lead. Existing structures and systems needed to be amended, but could continue to be used in the meantime; it was not always necessary to start from scratch. The General Assembly should also adopt a new quadrennial comprehensive policy review resolution in 2016 to define how the United Nations development system needed to evolve in order to fulfil its mandate.

15. CEB must evolve into a managerial entity, with the current Development Operations Coordination Office as its operational arm, and should define a binding system-wide strategy to be presented to and approved by the Council. In order to translate that strategy into national programmes, a new generation of United Nations Development Assistance Frameworks (UNDAFs) should be developed. The United Nations resident coordinators and country teams could then elaborate the Organization's strategy to implement system-wide mandates in specific areas, based on the specialized knowledge and skills of each agency. Financial requirements should be aggregated and prioritized. A global funding mechanism, based on innovative sources of finance, would allow the

Organization's system-wide mandates to be implemented at both global and country levels. The high-level political forum on sustainable development would review implementation at country level, as well as the contribution of the United Nations. It was likely to take between 8 and 12 years to implement the necessary changes.

16. In a world where instability, fear and mistrust were growing, it was more important than ever for the United Nations to embrace the core values of multilateralism. Although the Organization's legitimacy was anchored in the Charter, it was being challenged by the difficulties the system faced in adapting its responses to rapidly evolving contexts. The United Nations should be given a certain amount of independence, particularly with regard to funding, in order to tackle supranational issues. A system-wide funding mechanism that went beyond assessed contributions and earmarked funds would help to guarantee that independence. However, to ensure ownership and mutual responsibility, global citizens must be convinced of the Organization's ability to deliver on its mandate, as clearly defined by Heads of States when they adopted the new sustainable development agenda.

17. Instead of calling for the operational system to be completely reshaped, entities should accept the fact that the United Nations had an overarching role to play. CEB, resident coordinators and country teams should be empowered to play that role, while remaining accountable to the Council, Member States, regional organizations and citizens. In order to convince citizens and taxpayers of the need to invest in the work of the United Nations, a review mechanism should be established to focus dialogue on the results achieved and to identify the successes and challenges related to the implementation of the post-2015 agenda.

18. **Ms. Topping** (United Nations Resident and Humanitarian Coordinator for Mozambique), panellist, said that the question of the longer-term positioning of the United Nations development system and the implications of the new sustainable development agenda were at the heart of discussions being held not only in New York, but also in countries around the world between Governments and resident coordinators, United Nations country teams and other development partners. It was at the country level where the implementation of the sustainable development agenda would become a reality and where the Organization's vision and goals could ultimately be realized. It was also where the Organization's relevance would be tested. The adoption of a new agenda offered an opportunity to take stock of changes over the last decade that had strengthened the overall relevance and impact of the United Nations development system on the ground. Stakeholders should identify what short-term improvements could be made to the system in order to enhance its impact and effectiveness, as well as singling out those elements that would make it fit for purpose in the longer term. 2015 would be a time for global action, as the Secretary-General had noted in his synthesis report.

19. For Mozambique, 2015 would also be a year for reflection upon its future vision as it celebrated its fortieth anniversary of independence. It would be the first full year in office for its newly-elected Government and President, as well as the year in which a new national development plan would be adopted and a new UNDAF would be formulated, in conjunction with the United Nations development system, the Government, its partners, civil society, businesses and other stakeholders, based on the "Delivering as one" approach, for which Mozambique had been one of the pilot countries. The "Delivering as one" initiative had resulted in the adoption of a common budget, results and accountability framework by all the normative and operational agencies working in Mozambique, in collaboration with development partners and civil society, and its subsequent approval by the Government. Teams had been drawn together from the different United Nations entities to develop systemic policies and programmes, as well as to carry out operations and collaborative research on complex issues such as employment, social protection, gender-based violence and extractive industries. Communication policies had also been aligned.

20. As a result of investment in the "Delivering as one" initiative by the pilot countries, as well as by many self-starter countries, the approach had evolved, leading to the roll-out of standard operating procedures, while the involvement of many different countries had built a strong foundation for the United Nations to develop an integrated, multisectoral vision and the sustainable development agenda and goals. In the countries where it had been adopted, "Delivering as one" had helped to strengthen national ownership and alignment, as well as the Organization's engagement in support of national planning and budgeting systems. It

had also strengthened the normative capacity and impact of the United Nations in important areas and the Organization was now better able to measure, monitor and communicate results. The international community was therefore in a much better position to implement the post-2015 development agenda than it had been 10 years earlier; however, the mechanisms and capacities were still not sufficiently advanced, owned or applied and at current levels it would not meet the full complexity and ambition of the new agenda. The "Delivering as one" approach therefore needed to be sustained, scaled up and fully funded, in order to ensure that no one was left behind.

21. In order to further strengthen the impact of the United Nations development system in the near term and allow the "Delivering as one" approach to permeate all levels of the system, the standard operating procedures would have to be promoted at the national, regional and international levels. They would need to be monitored by means of agency systems and mutual accountability mechanisms to ensure their roll-out at the country level and the implementation of United Nations development actions. That, in turn, would require integrated financial and human resources, particularly for data capacity, policy teams, monitoring, analytics and communication. Such changes, together with common financial and budgetary frameworks, would help to reduce transaction costs. With regard to development funding, international and national funding structures should be more ambitious and should promote coherence, with a renewed commitment to pooled funding approaches such as multi-donor trust funds, thematic funds and "One United Nations" funds, which complemented core resources. Extrabudgetary financing, whether in the form of public donations, local revenue or official development assistance, should also be oriented towards instruments that promoted coherence and further strengthened the development system.

22. In order to ensure the long-term relevance and effectiveness of the United Nations development system, investment in staff and technical support was needed to provide sustained policy, analytical and communication capacity. Such resources should be integrated so that the United Nations development system could support States in their implementation of the post-2015 agenda. The network of resident coordinators could coordinate resources, but substantial investment would be needed to boost coordination capacity, establish analytical teams and strengthen national dialogue platforms to promote consultations, partnerships and ownership. Those integrating functions needed a stronger centre of gravity, so as not to be pulled apart by the centrifugal forces of the various development actors.

23. **Ms. Adams** (Global Policy Forum), panellist, said it was important to address the universality and sustainability challenges that the United Nations development system faced with regard to the sustainable development goals. There had been much discussion about the importance of issue-based platforms for implementing the post-2015 agenda and supplementing the renewed global partnership for development, but such platforms should be overtly linked to the global norms, standards and agreements adopted at the intergovernmental level. The United Nations currently had a hotchpotch of different partnerships that had contributed to fragmentation and competition within the system. In some cases, such incoherence risked undermining the Organization's convening power at the global, regional and country levels, particularly when the different approaches became disconnected from the mandate of the United Nations in how they measured effectiveness. There were many examples of such a disconnect throughout the United Nations system, often arising because the resources that Member States made available to the Organization were not commensurate with the mandates they conferred on it.

24. Lessons learned from the "Delivering as one" approach pointed to the importance of breaking down silos and contextualizing impact analysis. It was not merely a question of achieving coherence across the various partnership approaches within the United Nations system, or ensuring that business methods and operating practices were coherent. Rather, the main consideration was the Organization's mandate, which must be borne in mind when establishing partnerships with the private sector. In addition to accountability issues, private flows tended to be procyclical and had an impact on the claims made on public resources. According to the World Bank, public-private partnerships were not a panacea. The literature pointed to the negative effects on public budgets because of contingent liabilities not being adequately assessed, insufficiently reported, or accounted for off-balance sheet. Public-private partnerships were also generally considered to be more expensive than purely public financing due to higher private sector borrowing costs

and high transaction costs in general. Moreover, public-private partnerships were likely to produce inadequate risk allocation due to lack of competition during bidding and to be subject to renegotiations that might put the public sector in a weak position and subsequently lead it to accept undue risks.

25. Unsurprisingly, public-private partnerships were a topic of major concern and analysis for civil society organizations, which were committed to addressing the diversion of government resources and advocated official development assistance. They were concerned that if the weight of resources was shifted, commitments under human rights and environmental treaties could be given less consideration. The recommendation in the draft discussion paper that the United Nations development system should review its relationship with civil society was a good one. It should also be recalled that the contribution of civil society went beyond mere service provision. Civil society organizations advocated reductions in poverty and inequality, as well as the changes in production and consumption patterns that were needed to achieve development goals in a world of ecological limits. Civil society participation had to date been viewed from a multi-stakeholder point of view; however, that approach implied that all stakeholders were equal and often discouraged civil society advocates from engaging with each other and other stakeholders and passing on their expertise. Civil society could offer a different perspective on how to tackle the structural obstacles that might arise in relation to the sustainable development goals. Civil society also worked with many partners under different frameworks and could, for example, draw attention to bilateral investment treaties that were in breach of global norms and standards. Civil society organizations were therefore a natural ally of the United Nations in examining the national impact of policy incoherence.

26. United Nations activities needed a delicate balance between the pragmatism needed to achieve results and a strict adherence with global norms, standards and agreements. It appeared that the balance had tipped too far towards pragmatism. Future discussions should explore non-pragmatic approaches to resolving development issues. The United Nations was in danger of squandering the natural support and commitment that it had from citizens on many issues. Civil society wanted to address the difficult issues facing those with whom it worked at the national, regional and global levels; it was not looking for quick wins. Lastly, it should be borne in mind that no country was sustainably developed. That fact represented a tremendous challenge for the United Nations development system and should be recognized in the new agenda.

27. **Ms. Frankinet** (Observer for Belgium) said that while there was general consensus regarding the normative role of the United Nations in the context of the post-2015 development agenda and the sustainable development goals, there was less agreement on what form the Organization's operational role should take. Although the existing networks of United Nations agencies could certainly be used to implement the sustainable development agenda on the ground, the question of whether such activities should be accompanied by a financing role remained unresolved. Moreover, the role of bilateral or other development partners such as non-governmental organizations in the implementation of the agenda had not yet been discussed. Decisions must be taken on whether the United Nations should play merely a norm-setting role or whether it should take a more active operational role; it was also important to ask how States themselves wanted to implement the new sustainable development agenda. As the new agenda was universal, it also applied to the countries of the global North; however, it was currently unclear exactly what role the United Nations could play in encouraging the Governments of developed countries to implement the sustainable development goals. Such issues could be a topic for discussion at the next session of the Council's dialogue.

28. **Mr. Gumende** (Observer for Mozambique) said that the various debates, national consultations and intergovernmental negotiations on the post-2015 development agenda had highlighted the important role and complex responsibilities of the United Nations system in the operationalization of that agenda. While the agenda was universal, United Nations system reforms must bear in mind that it would have to address the specific needs of each country. The lessons learned from implementation of the MDGs had highlighted the importance of country leadership and ownership, together with system coherence.

29. Further clarification and fine-tuning of the role and mission of the United Nations and its various agencies in their respective areas of activity could make a significant contribution to the successful global implementation of the post-2015 development agenda. In the light of regional and national specificities and

realities, the United Nations would need to adjust its policy approaches and adopt performance models that allowed greater inclusion and acceptance of all stakeholders, in order to facilitate and coordinate the implementation of the agenda. In order to be more effective, efficient and impactful, the Organization must ensure that its approaches and operating mechanisms were fully compatible with the aspirations and needs of every region and country. From his Government's perspective, that would require the United Nations to use its position, expertise, goodwill and influence to strengthen institutional capacities globally, regionally and nationally to promote the aspirations contained in continental, regional and national development strategies for implementation of the agenda; to embrace the post-2015 development agenda as a tool to promote the establishment and improvement of regional and national development programmes, including innovative schemes for resource mobilization and wider stakeholder partnerships; and to support efforts to align the post-2015 development agenda with regional and national strategies, in order to better address regional and national development priorities and so achieve tangible results.

30. Mozambique expected the United Nations system to continue its efforts to foster and promote joint programmes and inter-agency operational activities. The "Delivering as one" approach had helped to address interrelated and complex development challenges in his country that required multisectoral responses and holistic solutions. In that connection, his delegation was grateful to the United Nations Resident and Humanitarian Coordinator for Mozambique for the influential role she had played in spearheading the coherent institutionalization of the "Delivering as one" initiative. The United Nations system and national institutions were currently working together to formulate the new UNDAF for Mozambique, which would converge with the national five-year plan to be adopted by the new Government elected in October 2014.

31. The United Nations system should continue to mobilize political will and multidimensional support to shape the emerging agenda and implement the post-2015 development framework that Member States were in the process of negotiating.

32. **Mr. Carrera Castro** (Guatemala) said he agreed with the representative of Belgium that it was necessary to distinguish between the Organization's normative and operational roles. Recent phases of the United Nations development system had been marked by the perception that one of the system's most important roles was to build national capacity and produce results in line with the international agenda. However, the assumption that States were weak and the perception that results had to be achieved quickly to satisfy donors were somewhat problematic and avoided the main issue, which was that the international community's role was to strengthen States. It was not the responsibility of the United Nations system to achieve the MDGs or the sustainable development goals; that was the responsibility of States. It was Member States who set development agendas and who were responsible for their implementation. The agenda of the United Nations agencies was to support the work of national Governments through specific capacity-building activities. In particular, States required capacity-building support from the international community in the areas of fiscal policy; regulatory frameworks and national legislation; data management and monitoring; and the professionalization of the civil service. States' agendas were not necessarily the same as those of the United Nations system and the differences between national agendas and international mandates should therefore be clarified.

33. **Ms. Hentic** (Canada) said that her delegation was pleased that the draft discussion paper covered all of the complex issues raised by the Council, which should be addressed coherently and comprehensively in order to make the United Nations development system fit for purpose. Her delegation was optimistic about the prospects for furthering the reforms of the United Nations development system and was confident that Member States could work together to improve the relevance and impact of the Organization. In identifying the changing functions of the United Nations development system, the requirements of the least developed countries should be prioritized. A differentiated approach should also be developed to tackle socioeconomic and legal inequalities in middle-income countries. The United Nations development system should focus less on disbursement and concentrate more on its normative and advocacy work. Further discussion was also needed on how United Nations country teams could deliver integrated and strategic policy support, based on the lessons learned from the "Delivering as one" approach.

34. The structured dialogues held over the course of 2014 on the critical mass, quality, flexibility and

predictability of core and non-core funding had been very enlightening. While the discussions had not been easy, Member States had made progress on many of the concepts and identified possible long-term financing options for the United Nations development system. Those discussions should feed into consideration of the longer-term positioning of the system. Her delegation agreed with the partnership proposals made in the draft discussion paper, particularly in relation to partnerships with civil society. Public-private partnerships should also be developed in an orderly and sustainable manner, based on the principles and tools of the United Nations Global Compact.

35. Capacity and organizational reforms of the United Nations development system should be considered, bearing in mind that any changes to the development architecture would have implications for the humanitarian architecture. The two areas should therefore be considered in conjunction with each other. Moreover, it was not enough to create partnerships and synergies at the headquarters level; system-wide coordination was needed, with new models for more coordinated responses in the field. The "Delivering as one" approach should therefore be expanded and existing accountability lines extended. Member States and United Nations agencies should also make greater efforts to address the separation of humanitarian and development streams.

36. With regard to impact, the questions raised in the draft discussion paper should be reframed in the context of development outcomes. Lastly, governance of operational activities was already developed and exercised at the country level to a large extent. While more needed to be done, the country programme documents and UNDAFs were the guiding documents agreed between the United Nations and host Governments and implemented jointly. The executive boards' role was to discuss the higher-level impact of United Nations operations that were rolled up from the country level and reported in the context of strategic plans. Her delegation agreed that governance related to evidence-based policymaking required rigorous documentation and expert representation, and also that there was scope for pursuing greater governance coherence across the United Nations development system. It looked forward to further dialogue on those matters.

37. **Mr. Thomson** (Observer for Fiji), President of the Executive Board of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS), said that dialogue was an inherent part of diplomatic work and he looked forward to future rounds of discussion on the essential issue under consideration. The process involved putting forward and comparing the best ideas, while maintaining an outcome-directed approach. It was not a matter of talking for the sake of it, but of seeking to get the best out of the process in order to attain the future that everyone, not just a few, wanted.

38. **Mr. Bhatti** (Observer for Pakistan) said that while the draft discussion paper had generated discussion on the longer-term positioning of the United Nations development system, it had missed many important elements that were of key interest to his delegation. The United Nations development system would have an important role in the post-2015 agenda, but adapting to the new transformative agenda and delivering results would be daunting tasks. It would be critical to identify capacity deficiencies and the appropriate delivery mechanisms to address them. In making the Organization fit for purpose, transparency and inclusiveness were also necessary to ensure full and effective implementation of the new development agenda, which would in particular require continued support for developing countries to address poverty and foster socioeconomic growth. The system should evolve to ensure coherence and flexibility in response to countries' specific needs, and should develop synergies with the institutions of developing countries consistent with national priorities.

39. Given that inadequate resources had been one of the factors hindering achievement of the MDGs, the United Nations development system needed to have funding commensurate with the sustainable development agenda and goals. In addition to official development assistance, broader partnerships and financing from multiple sources would be required. However, public sources of funding must be central to ensure predictability and results-oriented delivery.

40. **Mr. Dias Favero** (Brazil), referring to the normative aspect of the development system, said that his delegation had noticed a tendency to focus primarily on environmental issues and to securitize development issues, which went against what had been agreed at the United Nations Conference on Sustainable Development (Rio+20). The Secretary-General regularly stated that peacekeeping and security

activities attracted the most funds and resources, while development remained the most underfunded pillar of the United Nations. It was therefore crucial to align the development system with a balanced and integrated approach to the sustainable development goals based on all three pillars. It was important to keep in mind that the eradication of hunger and poverty were the overarching objectives of the development agenda, and those same objectives should also apply to the United Nations development system as a whole, as it could not justify setting different standards for itself. The implementation of strategic frameworks for funds and programmes based on earmarked funds, without regard for national ownership, was one possible factor giving rise to an overemphasis on the environmental pillar.

41. The 2008 financial crisis had shown the importance of public policies and public intervention in the market, even in developed countries, where investment had been diverted to sustain employment and economic activity. To ensure the vital role of States within the integrated approach to sustainable development goals, capacity-building and regulatory frameworks were essential. Partnerships played a supporting role but should not be seen as the "silver bullet" solution for sustainable development. Furthermore, there was too much talk of the changing development landscape, but not enough focus on the role of South-South cooperation, which was highly cost-effective as it was dedicated to mobilizing existing resources. It was regrettable that the Council had not adopted a resolution by consensus on that important issue during the session. The United Nations development system must support developing countries to deliver policies that had already been successfully tested on the ground, especially in middle-income countries. The successful experiences of those countries had a tremendous systemic impact for the development system, since they could be adapted and replicated in other countries.

42. With regard to operational aspects, while the ongoing data revolution was vital, it was important not to fall into the trap of thinking that data was a commodity on which the private sector could place a price. Access to data must be free and Member States, especially developing countries, should further strengthen national capacity to improve their accountability and prevent the commoditization of data. In terms of the initiatives undertaken to become fit for purpose, the United Nations must avoid pre-emptive reforms that took governance away from Member States. More time and outreach was needed for those initiatives in order to build on the progress of "Delivering as one". Furthermore, it should be noted that the integrated resources and results framework had not been further discussed with Member States and had yet to be adopted.

43. **Ms. Robl** (United States of America), referring to the statement by the President of the Executive Board of UNDP, UNFPA and UNOPS, said that it would be interesting to explore what actors on the ground in programme countries considered to be missing. It would also be useful to invite active players outside the United Nations development system to indicate how they interacted with the system, whether they thought it was effective to address the Organization's three pillars simultaneously and what could be done differently. She would like to see further exploration of the concept of universality at the next session of the Council's dialogue, with a particular focus on how the post-2015 agenda could be implemented in countries where the development system was not present. She agreed with the representative of Brazil that reforms should not be pre-emptive; it was important to see how the United Nations development system negotiated the post-2015 development agenda before examining how it could be improved.

44. **Ms. Eckey** (Observer for Norway) said it was clear from the current discussion that a number of issues needed to be tackled. In that regard, she suggested that a thematic approach could be taken for the next session of the dialogue, providing factual overviews of some of the issues. Country-level perspectives, such as those provided by the United Nations Resident and Humanitarian Coordinator for Mozambique, were crucial; in that regard, her delegation would welcome contributions from other such officials, particularly those working in least developed countries and fragile States. It would also be interesting to hear more about the relationship between the current dialogue and the Council's operational activities segment, and to discuss such issues as disaster risk reduction and peacebuilding as part of the current process. It would be important to explore what it meant to have a universal agenda and how the Organization should best respond to it.

45. **Mr. Do** Hung Viet (Observer for Viet Nam) said that the United Nations would undoubtedly play a central role in the implementation of the post-2015

agenda. His Government expected the Organization to support it in localizing the sustainable development goals in line with national development priorities and strategies, as it had done with the MDGs. Coherence was vital and, despite the consensus that there was no one-size-fits-all solution, several common best practices had emerged from the "Delivering as one" approach, some of which could be replicated. Among the measures implemented by Viet Nam as one of the "Delivering as one" pilot countries had been the construction of the Green One United Nations House. Upon completion, it would bring together all United Nations country teams in one location, thereby lowering costs through the pooling of services and reducing the Organization's carbon footprint.

46. The opinion expressed by country teams that greater efforts were needed at the headquarters level and in intergovernmental processes mirrored his delegation's view that the implementation of "Delivering as one" reforms at the country level had reached its limits. Competition among agencies for resources was not new, but occurred only where there was a lack of resources. Despite the existence of the One United Nations fund, funding was extremely difficult to obtain and was mostly earmarked. The United Nations, recipient countries and donor countries must work together in a tripartite partnership to ensure the success of any efforts to reposition or strengthen the role of the Organization. He welcomed the idea of increased interaction between the Council and country team representatives.

47. **Mr. Lennartsson** (Sweden) said that he would like to know whether the Resident and Humanitarian Coordinator for Mozambique thought that the United Nations was strategically positioned to respond to the development challenges faced by that country and whether there was a collective perception in country teams that the Organization would need to reposition itself to deliver relevant and effective programmes in support of the transformative and ambitious post-2015 agenda. Was the answer more coherence and integration at country level, building on existing programmes? In view of the fact that the representative of Mozambique had highlighted the need for new policy approaches and better leveraging of United Nations resources and expertise, he wondered whether the Organization should move beyond a focus on coherence towards an emphasis on fitness for purpose and less fragmented funding. In that regard, he would like to know how country teams understood "purpose" in the concept of "fitness for purpose".

48. **Mr. Elnor** (Sudan) said that, while the dialogue had been constructive, certain issues had been overlooked. Undoubtedly, United Nations agencies should and would play a major role in delivering the post-2015 development agenda. However, the role of States in preparations for delivery of the new agenda was primordial, as they were responsible for implementing the necessary reforms and enhancing national institutions. For the agenda to be truly universal, it should be implemented first at country level and then at regional level. Drawing on the experience of Mozambique, his delegation would like to see constructive dialogue in developing States, particularly least developed countries, between United Nations agencies in the field and national ministers. The results of such dialogue should be reported to the Council, as they would be useful in defining future options for cooperation between the United Nations system and States. There were also opportunities for regional, bilateral, North-South and South-South cooperation, in which the United Nations could play an important role in coordinating institution-building, capacity-building and technology transfer. Member States wanted coordination and internal reform of the United Nations to ensure that, in implementing the new agenda, it was prepared for the necessary action in the field.

49. **Mr. Wennubst** (Swiss Agency for Development and Cooperation) said that, if serious consideration was given to building sustainability into the agenda, the long-term implications would be seen at the normative and regulatory levels. The United Nations was the only institution with the legitimacy to support countries in defining their national regulatory systems in a changing world, through a combination of normative and operational mechanisms. In order to do so, evidence-based research, open data access, and information on what worked were required; providing those elements could well be a key aspect of the Organization's system-wide mandate. His Government was currently considering how sustainability would influence its own regulatory system and what actions it would need to take in the light of evidence-based information. All partners must work together to determine the future mandate of the United Nations system.

50. **Ms. Topping** (United Nations Resident Coordinator and Humanitarian Coordinator for Mozambique) said that country leadership and national

ownership were integral to the modus operandi of the United Nations development system. The Organization's mandate was to support national Governments and their strategies; that was vital for its legitimacy on the ground. More work was needed in the area of reforms at the field level. While much had been accomplished through the "Delivering as one" approach and standard operating procedures, it could not yet be said that the Organization was fit for purpose. However, marked progress had been achieved in the 20 years since the first introduction of UNDAFs.

51. Given the ambitions of the post-2015 agenda and the need to truly understand and monitor equity and sustainability in order to ensure that no one was left behind, implementation of the new agenda was a major undertaking and would require time as well as a major increase in capacity. While good national data systems existed, analytics and disaggregated data at the grassroots level would be needed to determine which areas should be targeted in each country and what was holding back the achievement of social development goals. Significant investment was therefore vital in order for the United Nations development system to become fit for purpose — its "purpose" in that regard being to close the gaps preventing full realization of development, human rights and other aspects of the Organization's agenda. It must also be borne in mind that the areas requiring investment were nationally driven; the future relevance of the United Nations in Mozambique, for example, would depend on the new country-level vision led by the Government. The role of the United Nations at the country level should also be linked with the regional agenda.

52. **Ms. Adams** (Global Policy Forum), replying to the representative of Canada, said that the recommendation in the draft discussion paper to have a more systemic dialogue and partnership with civil society stemmed, in part, from the fact that such recommendations had been missing during the many United Nations reform initiatives undertaken since the 1990s. The Organization's infrastructure for engaging with civil society was significantly weaker than that for other areas of engagement. Civil society organizations were at a disadvantage because they were not structured according to the institutions of the United Nations system, but according to themes and constituencies. Until there was more consistent linkage between the normative and the operational roles of the United Nations, its participation and engagement with civil society was likely to remain uneven. Such engagement currently reflected the humanitarian service provision and campaigning activities of civil society organizations, while the Organization did not really benefit from their other areas of expertise, which cut across different policy arenas and did not focus solely on the United Nations development system and its structure. Civil society also offered considerable expertise at the national or country level.

Briefing on the work of the United Nations System Chief Executives Board for Coordination

53. **Mr. Kim** Won-soo (Secretary of the United Nations System Chief Executives Board for Coordination (CEB)) said that the second CEB regular session, held in November 2014, had been hosted by the World Bank Group, which indicated the increasing partnership between the United Nations and the Bretton Woods institutions. It had taken place against the backdrop of challenging times for the international multilateral system as it dealt with the Ebola crisis in West Africa, conflicts in the Middle East, Central Africa and Ukraine, and the worsening climate crisis, as well as sluggish economic recovery and high youth unemployment.

54. With the MDG deadline fast approaching, the Board had continued engaging at the highest level to mobilize the United Nations system to accelerate the implementation of the Goals in countries that had faced delays and challenges in the last two years. The Board had now reviewed MDG implementation in 14 countries, identifying bottlenecks and system-wide solutions. In its latest review, held at its November 2014 regular session, it had focused on the Lao People's Democratic Republic, Pakistan and Yemen. The agreed actions to be taken by the United Nations system in the Lao People's Democratic Republic included fully supporting the Government's new, multisectoral food and nutrition security action plan and scaling up interventions on nutrition to the national level. In Pakistan, the Board had agreed, inter alia, to continue to advocate for girls' education and initiate an integrated child welfare development programme in lagging districts, while in Yemen, with a view to improving rural livelihoods in fragile and conflict situations and employment for women and youth, it had agreed, among other measures, to develop strategies and coordinated action plans for systemic inclusion of women, youth and other marginalized groups in

political and developmental processes. At each review session, the Board also considered the progress achieved in previously reviewed countries.

55. The MDG review process had clearly shown that significant development gains were possible when United Nations agencies came together in support of goal acceleration and national programmes of action. Two more review sessions were planned for 2015 and executive heads would then discuss lessons learned and take a decision on using a similar process to support the implementation of the sustainable development goals. With regard to key coordination efforts by the Board in the areas of operational activities, management and administration, the roll-out of the UNDG standard operating procedures and Plan of Action for Headquarters was well under way. Other important management initiatives to enhance the system's ability to function included organizational resilience and a reference risk management, oversight and accountability model.

56. At the session, the Board had also discussed a range of challenges of system-wide concern. It had exchanged views on regional issues, including those related to peace and security, and their impacts on development; the humanitarian agenda; and the outlook for the world economic situation and its implications for the work of member organizations. A particular focus had been placed on the response to the Ebola crisis in West Africa, in respect of which the Board had expressed its strong collective commitment to ensuring a coordinated system-wide response and to delivering as one, and climate change had also remained high on the agenda. The Board had considered youth employment and urbanization, two issues of great concern to Member States and CEB member organizations; it had also issued joint statements in support of the Third World Conference on Disaster Risk Reduction and the twentieth anniversary of the adoption of the Beijing Platform for Action.

57. The Board was increasingly engaged in supporting Member States in formulating the post-2015 development agenda. At the session, CEB members had identified a number of related issues, including the effective functioning of the United Nations system, stronger multi-stakeholder engagement, integration of policies and strategies with an emphasis on normative capacities, capacity-building, greater accountability, and retaining and attracting talent for the Organization's workforce. Some of the views expressed had been reflected in the Secretary-General's synthesis report (A/69/700), which had been intended to start a process of reflection and deliberations. Member States' agreement on the substance of the post-2015 agenda would provide an important guide for the Organization's work. As consultations advanced, it was becoming clear that the sustainable development agenda must be supported by an effective monitoring and review framework, which required quality data. The Board had agreed that reliable, timely, disaggregated and accessible data was essential for supporting national efforts. Consequently, the High-level Committee on Management, the High-level Committee on Programmes and UNDG had been tasked with developing a coherent programme of work focused on ways to strengthen the United Nations system's capacity in the area of data. The Board remained committed to enhancing system-wide coherence and coordination on programme, operational and management matters. Ultimately, the United Nations would be judged on its delivery of tangible results for countries and their people and the Board was proud to contribute to that effort.

The meeting rose at 5.55 p.m.